COMPETITIVE INTELLIGENCE

PHILIP MORRIS NEEDS ACTIONABLE COMPETITIVE INFORMATION

- BEFORE IT'S ACTUAL
- VERY SOON AFTER

ADVANCED INFORMATION

- FLASH REPORTS
  - CAMEL BUY SPECS
  - CAMEL COPY

2060369972

Source: https://www.industrydocuments.ucsf.edu/docs/pjjn0004

COMPETITIVE INTELLIGENCE

ARMED WITH THE INFORMATION ON PLANNED COMPETITIVE ACTIVITY, LB/PM DISCUSS OPTIONS/CHOOSE "RESPONSE":

- USED REMAINING GUERRILLA FUNDS ($525M) IN REGION 5
- BROUGHT 10 KEY MARKETS MARLBORO SHOWING LEVELS UP TO #100 FOR AUGUST/OCTOBER

EXECUTED BUY FAST ENOUGH TO:

- MAKE CAMEL SETTLE FOR LESS WEIGHT/LESS DESIRABLE LOCATIONS:
  - SEATTLE - CAMEL SHUT OUT
  - PORTLAND - CAMEL ONLY ABLE TO BUY #25
- PROBABLY RAISED PRICE CAMEL PAID IN SEVERAL MARKETS

2060369973

Source: https://www.industrydocuments.ucsf.edu/docs/pjjn0004

COMPETITIVE INTELLIGENCE

"HISTORICAL" INFORMATION

- COMPLETE OVERHAUL OF COMPETITIVE DATA REPORTING
- END PRODUCTS
  - TOP 25 MARKET REPORT
    - PUBLISHED MID-MONTH
    - PROVIDES OPPORTUNITY TO REACT SOON AFTER COMPETITIVE PROGRAMS BEGIN
  - NATIONAL COMPETITIVE
    - PUBLISHED 30 DAYS AFTER MONTH ENDS - SAME TIME TABLE AS PRINT

2060369974

Source: https://www.industrydocuments.ucsf.edu/docs/pjjn0004

COMPETITIVE INTELLIGENCE

LACK OF PLANT COOPERATION IN SUBMITTING COMPETITIVE ON TIME SIGNIFICANT PROBLEM IN EARLY 1994

- VOLUNTARY
- FREQUENT FOLLOW-UP DIDN'T ALWAYS WORK

INSTITUTED "THANK YOU" GIFT PROGRAM FOR PLANT EMPLOYEES SUBMITTING DATA

- MAY - BASIC FLASHLIGHT, CAMBRIDGE SUNGLASSES
- JUNE - MERIT BEACH TOWELS
- AUGUST - HAD TO GET DATA IN BY 10TH TO GET WINDBREAKER

MOVED ON TIME COOPERATION RATE FROM 40-50% TO 80-90% PM A PLANT BASIS, MUCH HIGHER ON A DOLLAR BASIS

2060369975

Source: https://www.industrydocuments.ucsf.edu/docs/pjjn0004

COMPETITIVE INTELLIGENCE

WHAT NEXT?

LOOK FOR MORE OPPORTUNITIES TO BEAT COMPETITION TO PUNCH

CONTINUE GUERRILLA FUND INTO 1995, REVIEW STRATEGY (E.G., EXPAND COMPETITIVE SET, INCREASE PM BRAND INVOLVEMENT, ESTABLISH DIFFERENT SPENDING TRIGGERS)

USE COMPETITIVE RATES AS A PRICING BENCHMARK

BOOST COOPERATION RATE BY MAKING IT A CONDITION OF THE BUY

2060369976

Source: https://www.industrydocuments.ucsf.edu/docs/pjjn0004